Office of Children and Youth

rategies for Recruiting and Retainin
A
Highly Qualified Staff

Department of Defense
Making a Difference in Early Care and Education

Barbara Thompson
Office of Children and Youth
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DoD Caregiver Compensation and Training Model

- ✓ Wages = rates of pay for other employees with comparable training, seniority, and experience
- ✓ Wages linked to completion of training milestones and experience working with young children
- ✓ T&C position critical to success
  - –Ensures mandatory training is completed & documented
  - –Improves practice through observation & feedback

History

- ✓ **Military Services face similar challenges as their civilian counterparts regarding recruitment and retention**

- ✓ **Initiated review in January 2001**
  - ***–What impacts teachers' decisions to stay or leave?***
  - ***–What strategies work to help recruit and retain a qualified workforce?***
  - ***–How can we help directors maintain a qualified workforce?***
  - ***–What can we learn from the research?***

"I will do more for the ability to deal with people than any other ability under the sun"

John D. Rockefeller

Stages of Director Development

- ✓**STAGE 1: Organizing/Surviving (yellow)**
- ✓**STAGE 2: Managing/Focusing (pink)**
- ✓**STAGE 3: Leading/Balancing (green)**
- ✓**STAGE 4: Advocating/Surviving (blue)**

Based on the work of Lillian Katz an

Stages of Director Development
STAGE 1: Organizing/Surviving

- ✓ **Learning new skills**
  - ***Read background information on the "how-to" – Section 2: Strategies for retaining and recruiting qualified staff***

- ✓ **Focus on action:**
  - ***Design and implement a job classification and wage system***
  - ***Initiate performance appraisal program (Appendix E)***
  - ***Calculate the cost of turnover (Appendix G)***

Based on the work
of Lillian Katz an

Stages of Director Development

STAGE 2: Managing/Focusing

- ✓**Assess suggested retention/recruitment strategies listed in Section 2 for feasible implementation**

- ✓**Access professional resources**
  - –***Review info noted in Section 1, Appendices I and J to delve more deeply into the issues***
  - –***Use new knowledge to affect change***

- ✓**Prioritize strategies that have immediate impact on staff**

Based on the work
of Lillian Katz an

Stages of Director Development

STAGE 3: Leading/Balancing

- ✓**Comfortable with:**
  - –***Interpersonal communication skills***
  - –***Group facilitation skills***
  - –***Participative management skills***
- ✓**Use resources in Section 1 and Appendix B to develop point paper for Board of Directors to improve staff wages/benefits**
- ✓**Ready for evaluation:**
  - –***Review Section 3, Appendices C, D, E, and F***
  - –***Prepare analysis of data acquired through exit interviews***

Based on the work
of Lillian Katz an

Stages of Director Development
STAGE 4: Advocating/Surviving

- ✓**Develop advocacy platform for improved wages using information in Section 1 and Appendix B**
  - –***Initiate grant process for increased professional development opportunities***
- ✓**Develop presentation for directors in local area based on strategies outlined in Section 2**
- ✓**Incorporate long-term staff professional development strategy from self-evaluation as part of the appraisal process**

Based on the work
of Lillian Katz an

“You get the best out of others when you give the best of yourself."

Harry Firestone

For More Information

- http://www.mfrc.dod-qol.org/MCY
- http://www.urban.org/UploadedPDF/410825_improving_child_care_ty.pdf
- http://www.nwlc.org/pdf/military.pdf
- http://www.ccw@aft.org
- http://www.urban.org/url.cfm?ID=310825
- http://www.iwpr.org

Barbara Thompson > barbara.thompson@osd.mil
Military Family Research Institute >
www.mfri@purdue.edu

“There is always one moment in childhood when the door opens and lets the future in.”

Graham Greene,
The Power and the Glory
(1940)